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THE COUNCIL-MANAGER FORM OF CITY GOVERNMENT

AND

THE CITY OF NEWMAN

Newman. [Committee to study the
city manager form of govt.]

Munic. govt by city manager--
CA - Newman

October 16, 1975

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ACKNOWLEDGMENT

To:

Mrs. Margaret Lafler, Newman City Clerk

Mr. Harold Densmore, Newman City Attorney

Dr. Eric C. Bellquist, Professor of Political Science,
U C Berkeley

This committee owes a very special gratitude. For their help and assistance, so freely given, the members of the committee extend to them this word of appreciation and thanks.



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REPORT OF MAYORS COMMITTEE

In November of 1974, the Mayor of Newman appointed a committee of seven members to study the City Manager form of government, and requested this committee at the conclusion of their study to recommend to our City Council whether or not to adopt such a plan. In addition to the seven members, one councilman was designated to serve as liaison, but to have no vote in our final decision. The following report and its attendant recommendation is respectfully submitted to the Newman City Council for their consideration.

Cities in California fall into one of two classes, either charter or general law. The California League of Cities reported in 1971 that in California ~~out~~ 406 cities only 16 had charters. The rest were all organized under general law. Those with charters are the more populous communities, and our own County of Stanislaus has but one, the City of Modesto. Both class cities have elected officials with common responsibilities and obligations to their town and its citizens.

1. To determine the needs of the City in terms of facilities and services which only government can provide.
2. To adopt a program to meet these needs consistent with financial resources.
3. To develop a process of administration to carry out such a program.

It is the third obligation that mandates this study; and most students of government believe such a program should be a continuous and on-going project.

Newman, in common with the large majority of California municipalities, operates as a general law city and may choose its form of city government from one of the following:

1. Council-Manager
2. Council-Administrator
3. Mayor-Council

Should the general law city desire to change to one of the other types, it may do so by any of the following methods:

1. A Council adopted ordinance.
2. An ordinance submitted to the electorate.
3. An initiative measure.

Though three methods of change are available, the usual procedure is by Council ordinance. It is of course the simpler



solution, and is endorsed by students of government. They maintain elected officials are responsible for city administration, and it is not only their perogative, but their duty to provide the most efficient form for the benefit of their citizens.

Each of the three city governmental types have their pros and cons. Our City, throughout most of its history, has operated as Mayor-Council and a brief consideration of its characteristics should be noted.

Historically, it is the oldest of the three forms and perhaps stems from Jacksonian democracy; an era when functions of city government were few and people were ~~not~~ afraid of a single executive. Its roots are in rural America and throughout the 19th century practically all cities were so governed. Recently, the form has been call the Weak-Mayor-Council plan, not because of the Mayor's personal inadequacies, but because under this set-up, the Mayor has no administrative power, and also to distinguish it from the Strong-Mayor-Council organization existing in large metropolitan centers.

Proponents of the Mayor-Council form like its simplicity. Voters elect the Council members and vest in them both policy making and administrative powers. Usually one member of the Council is assigned to supervise a department and as a rule becomes more concerned with this phase of city government. It should be mentioned here that no single member of the Council has an administrative voice as an individual, but only as a member of the Council sitting as an official body. It is only the group that can render decisions. Some small cities consider themselves to be classified as Council-Commissioner forms, but the Commissioner status is questionable from a legal standpoint. Those in favor of the Mayor-Council point out that elected officials must answer to the people, and therefore government control rests really with the voter or electorate.

Opponents to this form cite many inadequacies. While suitable for the 19th century, they feel it cannot cope with modern "housekeeping" methods such as budgets, departmental co-ordination, personnel, purchasing, planning etc. The Councils are made up of lay people, devoting part-time to city government in somewhat an amateur way, and modern cities require trained professionals, particularly in the administrative field. They point out that in the Mayor-Council type, no administrative leadership exists, there is no co-ordination between departments, and in budgeting, no one to decide which department may have the more critical needs at a given time. They further argue no single individual exists in the Mayor-Council form to see that laws and ordinances are carried out. That its inability to cope with modern conditions has occasioned



cities' to switch to the centralized type of administration.

The above comments concerning the Mayor-Council system are sketchy, but as members of the Newman Council your experience with this type should permit you to evaluate it against the Council-Manager and Council-Administrator plans.

Because this committee was asked to study the Council-Manager form and to assess its value as a potential for Newman city government, more than a brief analysis should be made. Historically, the first mention of the plan came from a Californian, one Haven Mason, editor of the publication "California Municipalities" in the year 1899. Mr. Mason stated that every city with revenues of \$50,000 or greater, should have an administrator, knowledgeable in engineering, street construction, sewers, building construction, water and lighting systems, personnel, accounting, municipal law, fire protection, and library management. Apparently no police were required.

The first city to adopt the form was Staunton, Virginia. In 1908 this community sought a new governmental system. Since a state charter involved many complications, they simply passed an ordinance, and hired a full time manager of administration answering only to their council.

Since 1908 the Council-Manager growth has been spectacular. In 1970 our state had 404 cities of which some 315 had a centralized administration. The remaining 89 were small communities and even they have been converting to the professional administrator. One of the cities to whom we mailed a questionnaire (of which there will be more later) and showing revenues and expenditures of only one half those of our city, are also investigating centralized administration.

The difference between Mayor-Council and Council-Manager are not great. Both plans have elected councils presided over by a Mayor. Policy making in each case comes from the Council, and again in both instances the Council is the top authority. The one big difference is in administration. In the Council-Manager form, a professional manager is hired by the Council, serves at their pleasure and with no definite term of office. No manager can be successful without the confidence of the Council and good rapport here is essential. Structurally, the system resembles the English Parliament where the administration may be called to justify their performance at any time before the legislative body by a "vote of confidence".

Adrian and Press in evaluating the City Manager say that adopting such a program increases council prestige, and gives them greater control over municipal affairs. The Council selects their manager based on professional qualifications and not for political reasons. They further state that these managerial

qualities have brought far more co-ordination to governmental activities, produced better long range planning, emphasized the merit principle with personnel, promoted co-ordinated budgeting, and provided more financial information and management of finances than was ever possible under older city governmental institutions. They go so far as to state that while the Council-Manager type may not reduce the size of the budget, it has reduced unit costs by eliminating waste, and that any competent manager can save his own salary many times over, and therefore a City Manager becomes economical even for the small community. Adrian and Press conclude their appraisal by admitting that the plan has faults, as do all human institutions, but that the bulk of the cities who adopt it, seldom abandon the form.

Managers do require special skills and qualifications. He must be something of a diplomat and in the smaller city knowledge of engineering, construction or the like is an asset. The larger towns prefer a manager trained in college as a city administrator and also having on-job training in various departments, such a choice would also be adequate for the small town. The returned questionnaires, previously alluded to, all stress that the manager you hire must be the right man, and this is a most important task for the Council. Sources are available from which to seek applicants, such as those listed below:

1. International City Managers Association- Chicago
2. California League of Cities
3. Department of Political Science- State Universities
4. Frequently City Managers in adjoining communities know of qualified applicants.

The Council hires the manager by majority vote and he can be dismissed at any time in the same fashion. This is an important point, and is essential to the Council-Manager plan. The manager is hired as a professional administrator and paid for his ability to produce, and it is the Council's responsibility to control their administration. However, the manager doing his job, should have no fear of tenure even with Council changes, for he has become essential to government in the community.

Some ordinances require the manager to reside in the community in which he works, and this is perhaps more of an issue with the small city. But it is to be remembered that the Council is hiring a manager primarily as a competent trained professional and place of residence should be secondary. Salaries are extremely variable for city managers; however, the amounts paid in those communities to whom the committee mailed questionnaires are listed at the end of this report, and this should reflect the correct market.

CURRENT

What are the duties and responsibilities of a City Manager? Perhaps not two cities are identical in their requirements. The model city charter of the National Municipal League lists the following:

1. Oversees enforcement of all laws and ordinances.
2. Controls all departments with power to appoint, supervise, and remove department heads.
3. Makes recommendations to the Council of matters he thinks desireable.
4. Keeps Council advised of City's financial condition and future needs and trends.
5. Prepares and submits annual budget to Council.
6. Prepares and submits to the Council reports and memoranda requested.
7. Keeps Council and indirectly the public informed concerning operation and all aspects of city government.
8. Performs other duties the Council may legally assign to him.

Whenever the Council-Manager form is adopted, usually the Council undergoes a considerable change. Members are no longer burdened with hiring and firing department heads or supervising employees, and frequently their views and approach to municipal policy undergoes a change. Because they are able to rely on the City Manager to perform functions formerly occupying their time, they are able to assume a more objective approach to policy making.

In his relationship to the Council the Manager presents significant matters to them and should the Council in turn receive any new business, it is generally referred to the Manager who presents a written report at a future meeting, along with a recommended course of action for the Council to follow. While the Manager is considered an expert to advise and administrate, he is also a source for new ideas and in a sense becomes involved in policy making. He is interested in meaningful suggestions coming from public sources, and will frequently place them on the Council agenda for their consideration.

It also falls on the Managers shoulders to sell the Council-Manager plan to the citizens. He meets the public every day, and his adroitness in dealing with them has not only much to do with his own popularity, but that of the Council as well. An ability to deal with people and civic groups is as important a qualification as is the managers administrative talents.

The Council-Manager form has received considerable praise, and in many ways- excessive. It is not a perfect institution; it does have faults, though in many cases criticism comes from

a public who do not understand fully its operation..

The plan is sometimes questioned as being dictatorial and un-American because the chief administrator is appointed and not elected. Some voters feel the plan is too expensive for the small community, though many cities with less than 3000 population are turning to it. Because of its rapid growth, able managers are in short supply, particularly one possessing not just technical knowledge, but also with some education in the social sciences. Government is not just engineering and budgeting, but it also involves economics and sociology.

Many of the plans opponents fear that a strong manager may dominate the Council, but sometimes just the reverse occurs; the Council interferes with the administration and creates a weak manager. The Council being a body of equals with no policy making leader sometimes flounder, turn to their manager, and he becomes the policy leader. Still it is difficult to fault a program that has achieved such dramatic growth as the Council-Manager form of city government.

Though this committee was requested to study the Council-Manager type, another form is similar in that it too has centralized administration and should receive some comment-the Council-Administrator. This plan is somewhat of a compromise between the Mayor-Council and the Council-Manager. Like the latter it has a chief administrator, but unlike the Council-Manager this person cannot hire and fire or perform any duties on his own. He must recommend to the Council and it is they who act. It stems from the old Jacksonian fear of a strong executive, and particularly one who does not answer to the voter. Some very excellent comments concerning the Council-Administrator plan are made in the completed Dixon questionnaire.

Both of these centralized administration forms are very similar from a cost stand point. However, most experts in city government consider the Council-Manager the more efficient and a better bargain. The problem with the Council-Administrator plan is that the Council is still bothered with departmental problems and are unable to function properly in their prime policy-making role. The plan may also involve the Council and Administrator in petty bickering with personnel problems.

Most of the preceding material comes from publications, periodicals, books, etc., a detailed bibliography will be found at the conclusion of this study. Much material is available concerning the Council-Manager plan, but unfortunately, the bulk of it relates to the larger communities. In addition to these sources several knowledgeable persons were consulted and some mention should be made of their views.

Most of us have been concerned about the cost element of the

manager program, and because of this considerable conversation revolved around this point. Gene Lees, director of the Institute of Governmental Studies- U.C. Berkeley, and his assistant Mr. Stanley Scott were contacted and because of our monetary concern suggested calling in an expert of city government on a regular periodic basis, to analyze our operations and to recommend steps to achieve better efficiency. Some qualified personnel were even recommended. At a later date their department gave us a list of texts on Urban Government, and one has proven of great value.

A most interesting interview was had with Mr. Howard Gardner, former Assistant Director to the California League of Cities, now retired, but spending considerable spare time as consultant and Secretary for the Pacific Coast Mayor's Association. He has written much on city government and some of the materials authored by him when with the league, were apparently used in the Patterson study. Mr. Gardner is quite frank in his opinions concerning the City Manager- he considers it the only way to go, and even for the smaller cities. He rates it much better choice than that of the Council-Administrator, and shrugs off any monetary expense as still making it a bargain. He did emphasize that you had to secure the "right man".

Mr. Ken Frank, staff assistant to the California League of Cities, and located in Berkeley, felt that a manager under present inflationary costs might not necessarily be able to reduce your overall budget, but would bring a more efficient government to your citizens. When questioned concerning sharing a City Manager with a neighboring town, on a part time basis to split costs, conceded it had possibilities, but did not know if such a plan had ever been tried.

Another contact was a Stanislaus County Administrative officer. He suggested utilizing County Administrative personnel on a part-time basis, to study the operational aspect of our City and to recommend corrective measures required. Some apprehension of this method was expressed by some members of the committee.

One of our meetings was attended by the City Manager from a near-by city to answer questions put to him by members of the committee. The overall impression of his methods was that all budget expenditures were closely scrutinized and rigidly controlled. He was quite frank and open with his responses, even concerning his own salary. He cited instances where departmental major expenditures were curtailed because he felt the need not sufficiently critical. When questioned concerning his personal expenses in attending outside meetings and forums with other managers, he stated there had been none, and this was confirmed by a glance at his city's budget.

-In addition to the materials studied, and the people interviewed as listed previously, the committee developed a questionnaire and mailed copies to the mayors of some 16 selected cities. These communities were all below 5,000 in population and as Newman, farm oriented. Approximately five were Mayor-Council and the rest all possessed either City Managers or Administrators. Eleven completed questionnaires were returned, and though the other five were traced by phone, to date none of these have been received. Copies of the completed questionnaires are attached or included with this report. A second bit of information, developed by telephone, and pertaining to manager salaries, is also recorded on a separate sheet.

In order to compare the 16 cities in some detail the state controllers publication "Annual Report of Financial Transactions Concerning Cities of California" 1973-1974 fiscal year was used. The year 1974-1975 would have been preferable, but these figures will not be released until April 1976. Since the cities all varied in their bookkeeping practices, particularly in charting expense items, the detailed study hoped for could not be achieved. One chart is attached which presents a somewhat generalized comparison of their financial status. We have also included comparable figures for Newman.

Some mention should be made of our September 25th meeting. Though none of our sessions have been closed to the public, on this date we had invited interested citizens to attend, and to provide any input they considered relevant to our study. While the turn-out was small, perhaps only 8 or 10 persons, the group was most attentive and quite apt in their observations and questions. Extreme interest was shown in the information our study had developed, as well as the methods used. No advice was given the committee as to what would be the proper decision for them to recommend to the City Council. One person felt that Newman should be proud of the stewardship provided by our City Councils, both past and present, but that modern municipal government had become so involved and technical, that hiring a full-time trained professional was the logical solution.

The general atmosphere of this meeting was one of great objectivity, and it was pleasure for the committee members to participate in such a discussion.

SOME NEWMAN STATISTICS

YEAR	POPULATION	REVENUE	EXPENDITURES
1966-1967	2558	239,420	288,960
1973-1974	2670	458,695	472,846
1974-1975	2570	464,613	474,350

In considering the possibility of a change in our City's administration, some analysis of our present situation should be made. Modern society has become far more complex; citizens demands for services have increased and municipal governments are being continually burdened with more Federal and State regulations with which to comply. Though our small town is comparatively stagnant in population growth, we are not immune from these other increasing demands, and city council members, who are able to devote only part time to the operation of their City, are finding it difficult to cope with the ever increasing load.

In 1962 Newman had but 12 city employees; today there are 24. Water and garbage departments are now a part of municipal business, which before were handled by private firms. Citizens are asking for a new swimming pool, a municipal auditorium, and still find time to request more efficient handling of pets, noise, drains, streets, beautification etc., and as always there must be no increased taxation. The present day emphasis on ecology has necessitated a new sewer system, and in addition a new civic complex is planned. This same ecology has required wildlife, seismographic, soil, water, recreation elements, to name a few, and this creates additional work for our office personnel. A new tree ordinance has done the same for our street crews.

Another potential trouble spot is the increasing number of public servants who are organizing or joining unions in an effort to secure some of the benefits now enjoyed in the private sector. This could have an extremely critical effect on our already over-extended budget.

This is but a brief analogy of some of the problems faced by you as members of the Newman Council, and because of your more intimate contact with these contingencies, you probably could augment this considerably. It does however pose a question-

Can the Mayor-Council form of city government as it exists in Newman today continue to handle these ever increasing complications, or should a change be made to the Council-Manager type, with its centralized administration, to more effectively deal with the situation?

It is this committee's conclusion, by majority ballot,
that the Newman City Council should adopt the Council-
Manager form to more effectively cope with todays mun-
icipal problems.

Page 12 suggests some types of manager-administrative
organization for your consideration.

Ernest Beall (70)

Ernest Beall

John Callahan

John Callahan

John Mowry

John Mowry

William Ollinger

William Ollinger

Douglas Stephens

Douglas Stephens

Edward Williams

Edward Williams

Tom Yancey

Tom Yancey



One of the objectives of this committee was to provide the City with information regarding the costs of having a City Manager.

The information below is derived from the questionnaire, and also from a telephone interview with representatives of each city.

I Salary:

The average base salary of the city managers was \$1450.00/mo.

Retirement Plans:

In all cases the manager is under the city retirement plan. Cost to the cities ranged from 4% to 7% of the salary. The approximate average was 7½ or \$115/mo.

Automobile & Travel:

In all cases the manager is provided with either an automobile or travel allowance on a mileage basis. This is only for city business. In one city a civil defense car was made available. In another case the automobile was provided by making a police car last one extra year. The cost estimates range from \$15.00 to \$30.00 per month, and we predict a monthly automobile-travel expense of \$20.00/mo.

Expense Account:

The managers are customarily paid for extra meeting, dues to professional organizations and meals at these meetings. Estimates range from a high of \$620.00 per year down to \$15.00 per month. The \$620.00 figure is from the City of Dixon and seems to be higher than that of the other cities. One could probably expect a monthly expense account of \$20.00.

Total estimated monthly expense being \$1695.00

II Offsetting items:

Almost all of the cities are using temporary extra help under the State funded C.E.D.A. program. However, under normal circumstances, the smaller cities indicated that they utilize three positions:

- 1 City Manager (who also absorbs the position of City Clerk)
- 1 Assistant City Clerk (or director of financing)
- 1 Secretary (sometimes part time)

In all the cities, except Dixon, the City Manager is also the City Clerk. Waterford has a part time City Clerk, who is paid \$40.00 per month. A good City Manager will try to keep his staff to a minimum and this helps to justify his usefulness.

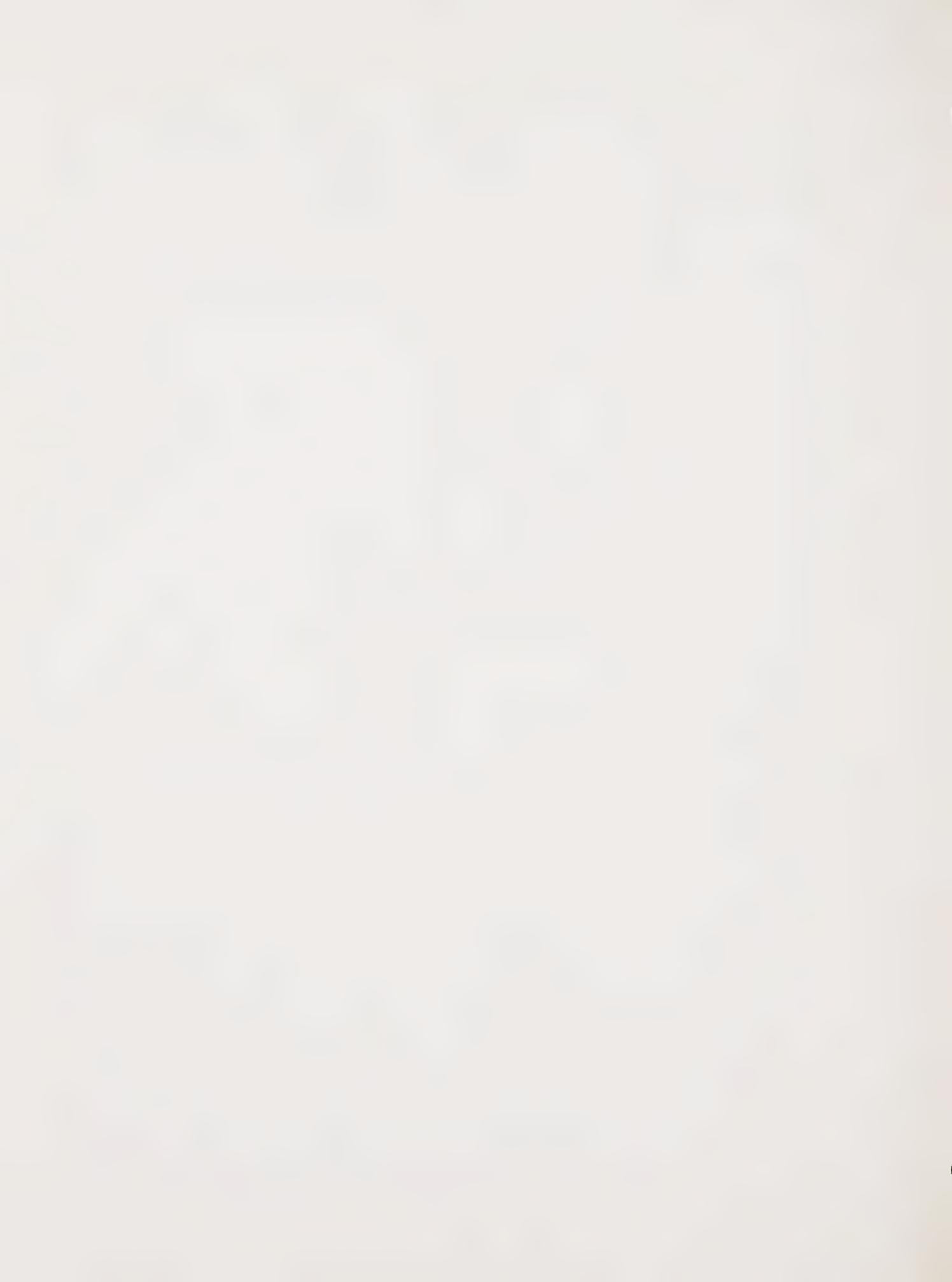
There is also the possibility of hiring a manager with engineering experience. Thus, saving the City outside engineering fees and possibly effecting savings in the field of public works.

III Summary:

If the present city staff, engineering, and public works are left as is, the actual cost to the City should be from \$21,000 to \$24,000 per year. Some additional "set up" expenses should be expected the first year for office supplies, printing, etc., but these should be nominal.

This City might have to leave the framework to get the right man for Newman. It is felt that the single most important factor in the City Manager form of government is the man himself. Thus, this information is meant to be merely a guideline. It would be a shame to pass up an excellent prospect for the sake of a few dollars of salary.

It may be noted that we have not included an ordinance for creating the position of City Manager. It is the feeling of the committee that the ordinance should be created by the City Attorney. We do suggest, however, that the ordinances of other cities be examined as well as the model ordinance created by the California League of Cities.



COUNCILMEN

JOSEPH F. OSTERMAN
MAYOR
LOWELL MORRIS
MAYOR PRO-TEM
JAMES M. STEPHENS
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OFFICERS

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& BUILDING OFFICIAL
AL DOLS
DIRECTOR OF FINANCE
E. C. SYLVIA
CITY ATTORNEY

13
CITY OF DIXON

155 NORTH SECOND STREET
DIXON, CALIFORNIA 95620

PHONE (916) 678-2326

June 26, 1975

Mr. Doug Stephens
Mayor's Committee
P.O. Box 787
Newman, California 95360

Dear Mr. Stephens:

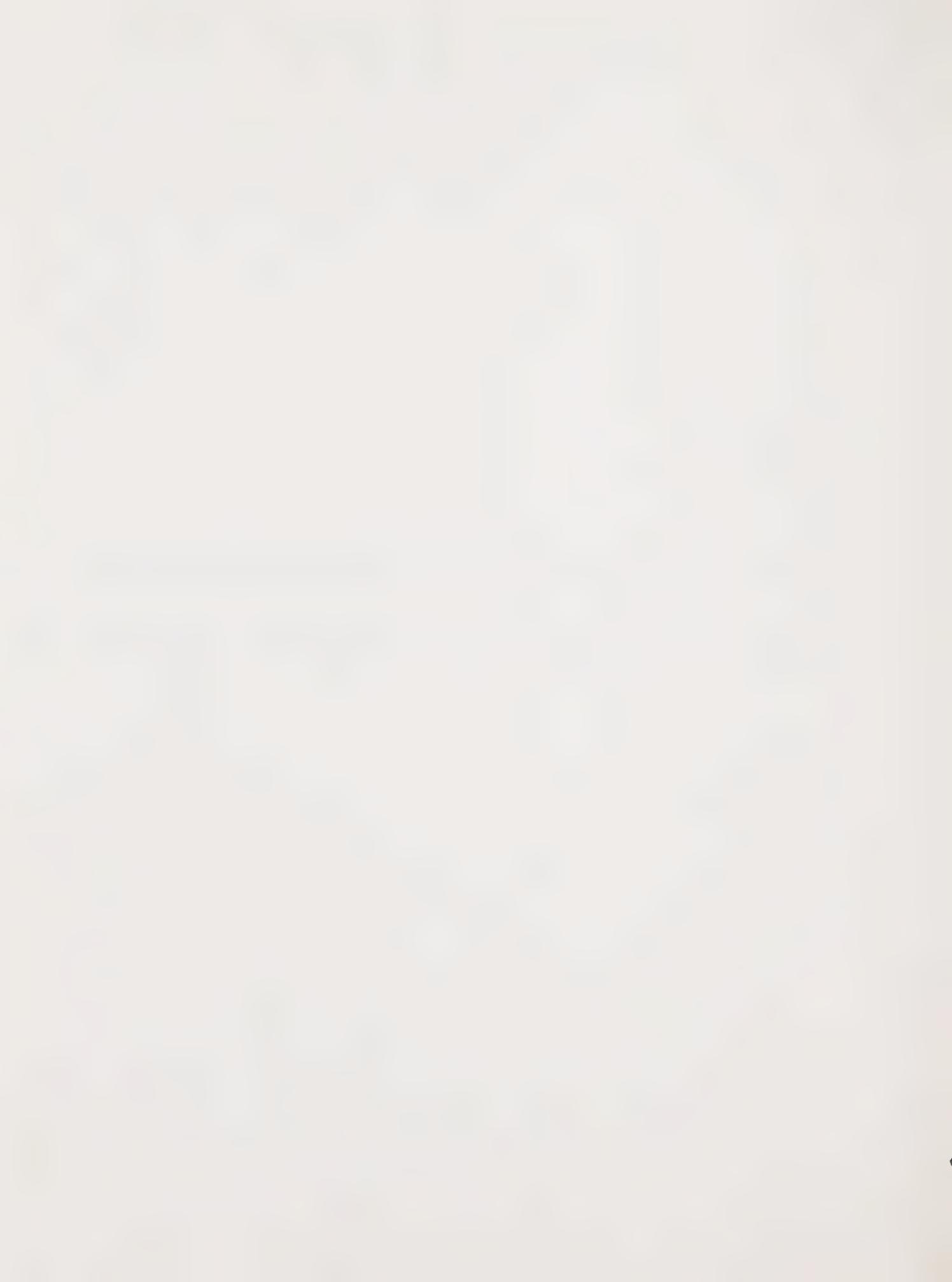
In accordance with your request I have completed the attached questionnaire. I felt that some questions required some amplification and have therefore attached a separate sheet.

As a member of the Dixon City Council who has observed three city administrators I have tried to give you my observations as factually as possible.

Sincerely,

Joe Osterman
Joe Osterman

JFO:tjz



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager - but may be changed back to a City Administrator/Council form of government
- c. Other (Be specific)

2. How long has your city been under this system?

Refer attached sheet

3. How many salaried and full-time employees are under your present city government?

Twenty six (26)

4. Do you use a full-time city clerk?

- a. Yes - a good full time city clerk is invaluable
- b. No

5. Would you change your current form of city government?

- a. Yes

- b. No

If yes, to what form? - Back to a City Administrator/Council form of government for reasons as mentioned in article 2. Further, in talking to several City Managers, of larger cities the consensus was that a City Administrator/Council form of government was best for cities the size of Dixon.

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain. No. Capital Improvement Projects have been an ongoing thing both during the City Administrator/Council and present City Manager/Council form of government.

7. Do you have a five year or long range capital improvement program? Explain. Yes. We have it on paper. The city paid around \$1,500 to have a firm come in and provide our personnel with instruction and guidelines in setting up a capital improvement program. When the program was finished the total outlay of funds amounted to about 3 million dollars. We are using the program as a guide to fund the most urgent programs that we can afford.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

He has been able to obtain some Federal grants, and worked out an annexation which brought new sales tax, and property tax revenues into the city as a result of the annexation, but as to coming up with new sources of revenue, none that I can recall.

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

We have always had enough candidates for municipal election under either the City Administrator/Council or City Manager/Council form of government....

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

Refer attached sheet

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

Not applicable

\$

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

Refer attached sheet

13. How many city managers or head administrators have you had in the last 10 years?

Four (4).

14. Does the city council draw a salary, as well as the city manager?

Yes - \$150 per month is paid to members of the City Council. The city manager also draws a salary which is in excess of \$25,000 with fringe benefits.

15. Has the city manager improved the rapport with the city at large? Explain. I have noticed no great improvement. I do believe that a city administrator or city manager who adhered to those guidelines mentioned in article 10 would be an asset to a city.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

Refer attached sheet

2. The City of Dixon changed to a City Administrator/Council form of government in 1961. It changed to a City Manager/Council form of government in 1973 at the request of the present City Manager who advised the Council that there was no difference, just a change in title. We found out later, there is a difference, that the City Manager has more power than the Council was willing to delegate, and by the next election or perhaps sooner, I anticipate that the City of Dixon will go back to a City Administrator/Council form of government....

10. No. I think the present City Manager is overpaid for the work he is doing. The ideal city administrator or manager, in my opinion, is one who gets out of the office at least once a day, tours the city, observes its condition as to cleanliness and orderliness, talks to all the citizens he can not just a few downtown businessmen, gets into the various neighborhoods, physically inspects the various departments daily, and finds out what is going on. Those that I have observed to date seldom follow this procedure. They spend a lot of time in the office or going to meetings.

12. I believe the City Administrator/Council form of government is best for a small city. This form of government allows the council more authority and discretion in dealing with matters that effect the day to day running of the city, particularly, as regards personnel. I would recommend that you stipulate in your city code that the Council make the final selection in hiring any Department Heads after the City Administrator has run the applicants through an appropriate selection board of peers. Always have the City Administrator submit to the Council the applications of the top three applicants. Don't let the City Administrator make the choice for you by sending up one applicant. City Administrators come and go, but council members usually remain in the community and may have to live with a bum choice...

16. Citizens are still going to complain to the Mayor and members of the council regardless of whether you have a City Manager or City Administrator/Council form of government. They, the citizens, in a small town know their elected officials, they do not know the "stranger" who comes into town to run their city at council direction, and they are reluctant to go to the city manager with their complaints, and particularly so if he doesn't act on them promptly. A city administrator or manager should make himself available to answer complaints and should act on them promptly. In his absence he should direct the City Clerk to channel the complaint to the appropriate department head (public works, police, finance, etc) for them to take action and to report back to him the action taken so that he can follow up and determine if the complaint was rectified to the citizens satisfaction. All too often, the citizen is left hanging. This city had one city administrator who could not or would not delegate authority to the department heads

REMARKS:

If you decide to hire a city administrator or city manager, I would suggest you consider the following:

1. Hire an individual with good leadership qualities, someone who will demand hard work and top performance all the way down the line, someone who isn't afraid to kick a few rears when necessary.
2. Hire an individual who, ^{has} some experience in forming up a good budget and forces the departments to operate within it.
3. Hire an individual who knows the personnel limits the city can afford and is willing to operate within it. Most city administrators or city managers can be forced to do this with an alert City Council requiring investigation, justification, and cost analysis

of any new position. Some city administrators and city managers are "empire builders". Dixon has remained at a static 24-26 personnel in the six years I have served on the council, and our tax rate has remained the same for three years, and will be decreased for the second time this year.

I am beginning to think that hiring a city administrator or city manager through advertisement in the "Western Region" magazine is not the only way to go. You get applications from assistant city managers on the way up who lack experience, and you get applications from city administrators or managers who have "bombed out" in other cities and are looking for another place to flop. It may well be that a good retired businessman, or ex-military retired could do as well or better. You might look at your own city and find someone there who could fill the job, maybe a former member of the city council. Someone who has proved themselves as leaders and administrators, and the only thing they lack is familiarity with local ordinances, zoning laws, the city code, annexations procedures, and grantsmanship for the big things, and the League of California Cities could educate them on most of these....

I hope this answers your questionnaire and is of some help to you. If I can be of further assistance, let me know. In my business I occasionally get near your area, if you should decide to go to a City Administrator or City Manager form of government, I would like to stop by and observe your selection process....

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

FIVE YEARS

3. How many salaried and full-time employees are under your present city government?

26

4. Do you use a full-time city clerk?

- a. Yes CITY ADMINISTRATION IS ALSO THE CITY CLERK.
- b. No HOWEVER, THE CITY CLERK IS AN ELECTED POSITION. ELECTION BY THE PEOPLE.

5. Would you change your current form of city government?

a. Yes

b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

YES. A CITY MANAGER WITH EXPERIENCE, IS ON TOP OF EVERYTHING. HE KNOWS WHERE ALL THE MONEY IS COMING FROM AND SPENDS FULL TIME ON THE JOB.

7. Do you have a five year or long range capital improvement program? Explain.

YES, YOU HAVE TO KNOW WHERE YOU ARE GOING & YOU MAY NOT ACCOMPLISH ALL OF YOUR PROJECTS BUT AT LEAST YOU CAN ACCOMPLISH MOST OF YOUR GOAL BY LOOKING AHEAD.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

YES. HE MOST CERTAINLY HAS DONE A GREAT JOB ALONE THESE LINES. HE IS ALWAYS LOOKING INTO GRANTS ETC. WHILE AS THE COUNCILMAN CANNOT PUT IN HIS FULL TIME TRYING TO FIGURE OUT WHERE TO GET ALL THIS MONEY TO DO THE THINGS NECESSARY. IT TAKES A FULL TIME ^{over} MAN.

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

I DON'T THINK IT MAKES TOO MUCH DIFFERENCE.

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts?

Explain.

DEFINITELY. IN MY MIND THERE IS NO OTHER WAY. I WANT TO MAKE ONE THING CLEAR. HE MUST HAVE EXPERIENCE OR IT WILL TAKE HIM 5 YEARS TO FIND OUT WHAT TO DO.

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

/

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

ONE WAY ONLY - MANAGER.

13. How many city managers or head administrators have you had in the last 10 years?

/

14. Does the city council draw a salary, as well as the city manager?

YES.

15. Has the city manager improved the rapport with the city at large? Explain.

YES, BECAUSE HE IS ON THE JOB FULL TIME.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

YES - SAME ANSWER AS # 15

IF YOU WANT MORE INFO I WILL BE HAPPY
TO TALK TO YOU.

John A. Barnard
Mayor - City of Des Plaines, Calif



20.

4

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

►) Which form of city government do you have?

a. Mayor - Council

b. City Manager

c. Other (Be specific)

Administrator - Council

2. How long has your city been under this system?

about 10 yrs

3. How many salaried and full-time employees are under your present city government?

12 + 3 under govt reimbursement (Temp)

4. Do you use a full-time city clerk?

a. Yes

b. No Administrator is also City Clerk

5. Would you change your current form of city government?

a. Yes

b. No

not at present form

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

yes - but only because we have been progressing.
We didn't have the money before, as we have
only been incorporated since 1957

7. Do you have a five year or long range capital improvement program? Explain.

yes - we have it set up in each years
budget hoping as the projects come up we'll
have the money anticipated

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

yes - govt grants, etc

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted? *not really*

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

yes - because he is on top of everything going on

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

Administrator type helps the council to take care of problems, we used to fall care of at meetings

13. How many city managers or head administrators have you had in the last 10 years?

2

14. Does the city council draw a salary, as well as the city manager?

** 75 a month which was voted by the people*

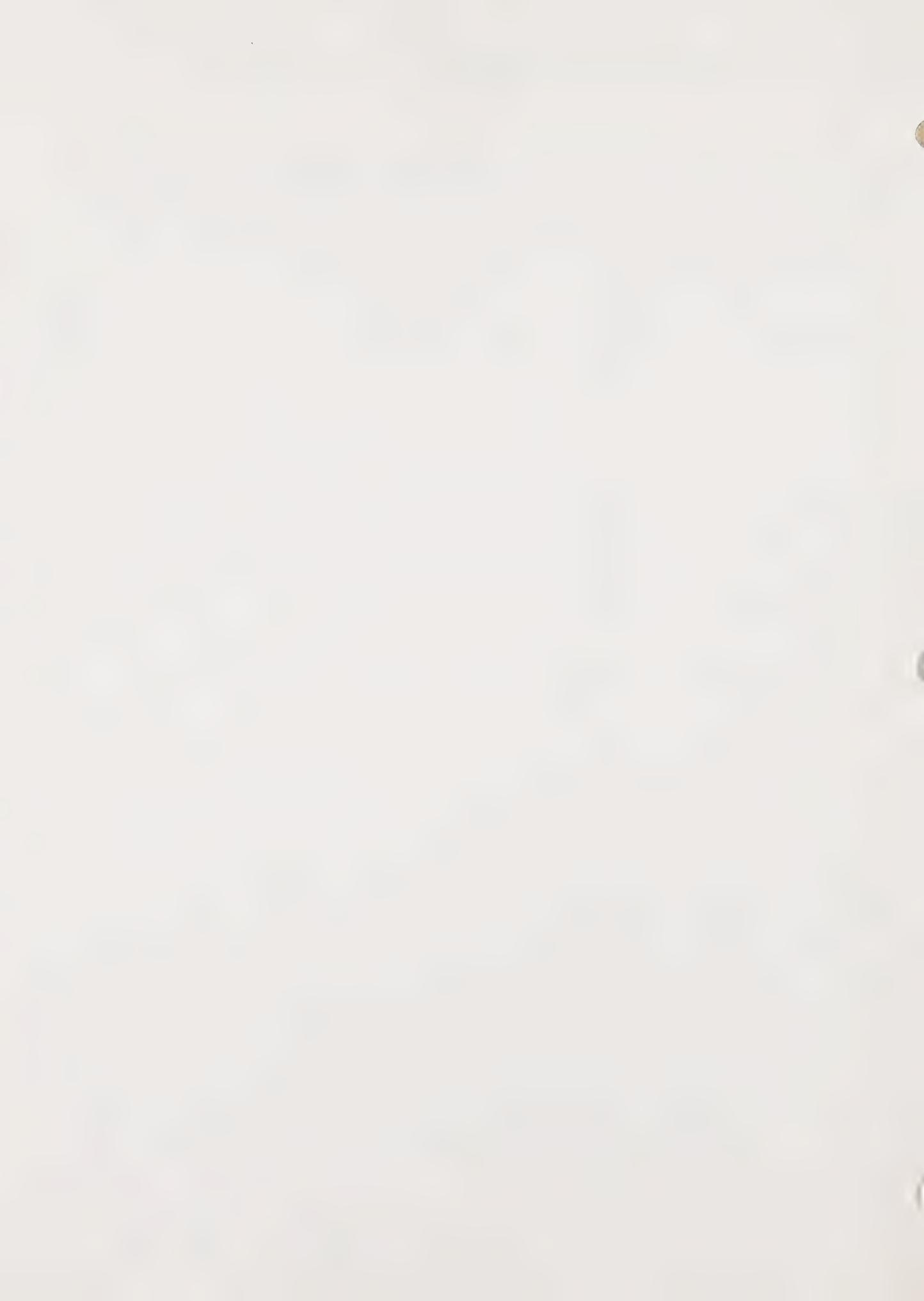
15. Has the city manager improved the rapport with the city at large? Explain.

Yes - because when citizens present problems to us as individuals we can refer them to the administrator and he handles them quickly + efficiently - saves time

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

He is available at City Hall at all times. I am available at my business at all times as well as most of the council

Sorry to take so long to answer.



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

Two Years

3. How many salaried and full-time employees are under your present city government?

20

4. Do you use a full-time city clerk?

- a. Yes
- b. No

5. Would you change your current form of city government?

- a. Yes
- b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

YES. DOWNTOWN BEAUTIFICATION PROJECT

7. Do you have a five year or long range capital improvement program? Explain.

SEWAGE PLANT EXPANDING OUR PRESENT FACILITIES
ALSO, OUR WATER SYSTEM

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

YES, FOR OUR DOWNTOWN BEAUTIFICATION PROJECT A FEDERAL
GRANT, FROM E.D.A.

(over)

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?
 WE HAVE ALWAYS HAD GOODLY NUMBERS AND LIVELY INTEREST IN OUR CITY ELECTIONS
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.
 YES. BETTER SERVICES TO PUBLIC ALSO BETTER COMMUNICATION
11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.
 MANAGER, BETTER CONTROL OVER CITY EMPLOYEES, BETTER COORDINATION BETWEEN DEPT. HEADS, BETTER RELATIONS WITH COMMUNITY, IF PROBLEMS ARISE CAN HANDLE FASTER
13. How many city managers or head administrators have you had in the last 10 years?
 1 CITY ADMINISTRATOR 1 CITY MANAGER
14. Does the city council draw a salary, as well as the city manager?
 NO, FOR THE CITY COUNCIL, YES, FOR THE CITY MANAGER
15. Has the city manager improved the rapport with the city at large? Explain.
 YES. HE IS MORE AVAILABLE, TO LISTEN TO COMPLAINTS, TO TALK WITH PEOPLE, AND HAS TIME FOR PUBLIC RELATIONS WITH THE CITIZENS FROM CITY HALL
16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.
 YES. OUR CITY COUNCIL IS MADE UP OF WORKING PEOPLE (NO BUSINESS PEOPLE) AND MOST OF US WORK OUT OF TOWN

24

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Guislike

1. Which form of city government do you have?

a. Mayor - Council

b. City Manager

c. Other (Be specific)

2. How long has your city been under this system?

13 YEARS

3. How many salaried and full-time employees are under your present city government?

24

4. Do you use a full-time city clerk?

a. Yes

b. No

5. Would you change your current form of city government?

a. Yes

b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

LARGE STREET IMPROVEMENT PROJECT New City Hall
SEWER PONO IMPROVEMENT New Firehouse
STORM DRAIN PROJECT

7. Do you have a five year or long range capital improvement program? Explain.

YES

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

LEASE-PURCHASE PLAN WHICH WAS NEVER USED BEFORE
 Rec'd FEDERAL GRANT FOR SEWER PROJECT IN AMOUNT OF \$50,000.00
 FEDERAL FLOOD BEAUTIFICATION GRANT

25.

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

NO - BECAUSE WE HAVE BEEN ABLE TO ESTABLISH A RATHER STABLE GOVT SITUATION WITH MINIMUM CONTROVERSY

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain. YES, HAS MORE TIME TO LISTEN TO CITIZENS PROBLEMS.
RELIEVES THIS PROBLEM FROM COUNCILMAN -

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

A COMMUNITY OF TODAY NEEDS THE SERVICES OF A FULL TIME MANAGER TO MEET ITS NEEDS - UNLESS FARMS TO BE FILLED OUT - APPLICATIONS FOR STATE & FEDERAL GRANTS - NEED THE EXPERTISE OF A QUALIFIED PERSON - MAYOR OR COUNCIL CAN NOT DO THIS - MOST OF THEM HAVE JOBS TO FULFILL

13. How many city managers or head administrators have you had in the last 10 years?

ONE

14. Does the city council draw a salary, as well as the city manager?

YES

15. Has the city manager improved the rapport with the city at large? Explain.

YES -

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

YES -

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

Since Incorporation, Nov. 30, 1972

3. How many salaried and full-time employees are under your present city government?

17

4. Do you use a full-time city clerk?

- a. Yes
- b. No

5. Would you change your current form of city government?

- a. Yes
- b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

7. Do you have a five year or long range capital improvement program? Explain.

Yes - Renovation of existing streets to upgrade
the existing service systems

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.



27.

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.
11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?
We are considering this now.
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.
13. How many city managers or head administrators have you had in the last 10 years?
14. Does the city council draw a salary, as well as the city manager?
City Council receives \$75/mo.
15. Has the city manager improved the rapport with the city at large? Explain.
16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.



KERN/R/R/2

1. Which form of city government do you have?

a. Mayor - Council

b. City Manager

c. Other (Be specific)

2. How long has your city been under this system?

10 yrs

3. How many salaried and full-time employees are under your present city government?

30

4. Do you use a full-time city clerk?

a. Yes

b. No

5. Would you change your current form of city government?

a. Yes

b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain. YES

The City Has Joined THE OFFICE OF CITY MANAGER AND
CITY ADM - USING AN ADMINISTRATOR SAVES MONEY AND

7. Do you have a five year or long range capital improvement program? Explain. Provides

YES, WATER & SEWER.

Excellent
Planning

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

Yes. EPA, Sewer Grant, STATE Park Bond Act,
HMO Community Center Bldg. CETA Employment PSE,
CCCJ. Grant, Bargainery Presentation Program, and
Others.

(over)

C

C

C

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted? *Yes, Elected officials will take the burden and expense and ability to deal with municipal problems and employees.*
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain. *Without a doubt a City can provide and give unlimited time to the position. He doesn't worry about relationships and gives no political favors.*
11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why? *A Full Time Professional Manager with an Engineering background is a necessary must for a community of 2000 people. Don't fool around losing revenues and revenues. Planning and unprofessional direction.*
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain. *How many city managers or head administrators have you had in the last 10 years?*
13. Does the city council draw a salary, as well as the city manager? *Yes -*
14. Has the city manager improved the rapport with the city at large? Explain. *Yes, again he has time and ability to meet and promote the affairs of the City. This is his profession.*
15. Is the city manager more available to answer and correct routine complaints by the citizens? Explain. *Yes,
Yes
Yes.*

30.

live ORK

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
b. City Manager
c. Other (Be specific)

2. How long has your city been under this system?

22 January 1947

3. How many salaried and full-time employees are under your present city government?

18

4. Do you use a full-time city clerk?

- a. Yes
b. No

5. Would you change your current form of city government?

a. Yes

- b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

7. Do you have a five year or long range capital improvement program? Explain.

No

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

(over)



31.

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

0. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

1. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

Yes - tried it 1963 to 1966 - Too expensive for the service we received.

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

Mayor-Council would be rated much higher because of finances.

Our city is too small to raise the money paid a manager.

13. How many city managers or head administrators have you had in the last 10 years?

1 city administrator

14. Does the city council draw a salary, as well as the city manager?

City Council salary is \$30.00 per month

15. Has the city manager improved the rapport with the city at large? Explain.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Orland

1. Which form of city government do you have?

a. Mayor - Council ✓

b. City Manager

c. Other (Be specific)

2. How long has your city been under this system?

Since incorporation

3. How many salaried and full-time employees are under your present city government? 27

4. Do you use a full-time city clerk?

a. Yes ✓

b. No

5. Would you change your current form of city government?

a. Yes

b. No ✓

If yes, to what form?

One councilman is in favor of city manager.

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

None

7. Do you have a five year or long range capital improvement program? Explain.

Yes. - Finished new sewer system, built new library.
and at present for the past five years are working on
Storm sewers, increasing size of inadequate water lines.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

None.

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why? *Discussed - saw no advantages of cost would be greater. We have adopted by agreement a form where each commissioner is in charge of one phase of city government.*
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.
We have a commission of streets, water and sewer, library, parks and recreation, and fire department. The Mayor is in charge of city hall.
13. How many city managers or head administrators have you had in the last 10 years?

14. Does the city council draw a salary, as well as the city manager?
City council gets \$30⁰⁰ a month plus \$10⁰⁰ a special meeting. Special meetings are limited to three a month.
15. Has the city manager improved the rapport with the city at large? Explain.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.
Hope I have given you the information required. If not, write again.
- Gaskins*
 Mayor - Orlando



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

PETERSON

1. Which form of city government do you have?

a. Mayor - Council

b. City Manager *(Council)*

c. Other (Be specific)

2. How long has your city been under this system?

2 yrs.

3. How many salaried and full-time employees are under your present city government?

20

4. Do you use a full-time city clerk?

a. Yes

b. No

5. Would you change your current form of city government?

a. Yes

b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

Full Time Administrator in place of city mgr. has made our Capital more cognizant of need for Capital Improvement Projects; this discipline, continuity in planning, funding available etc.

7. Do you have a five year or long range capital improvement program? Explain.

Yes - Struts - priorities set by Council & City Staff.
needed improvements attend to in digestit - non-political manner -

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

Yes - Knowledge of these financing sources and
had firming deadlines, advising Council as to when to apply have all been more obviously used
since change to city mgr. administrator

(over)

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

*Yes - The Public's Awareness of City Manager's Function
has increased - That cost efford - More involvement*

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

*Yes - Projects - Financing - Planning -
Effective use of monies - more service for
Tax Dollars - all would be argue "justification" for salary*

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

*City manager Body can implement public
desires and a check/balance system exists
as representatives of the electorate can contact or*

12. How would you rate the two forms (Manager vs. Mayor-Council) given a Belief of community of 5000 or less, based on your experiences? Explain.

*Mgr. Form - Financial Soundness - This Enthants
full Time Administration - Personal Supervision,
Effective Budgeting - Priorities to meet needs of
electorate*

13. How many city managers or head administrators have you had in the last 10 years?

1

14. Does the city council draw a salary, as well as the city manager?

No

15. Has the city manager improved the rapport with the city at large? Explain.

*Yes - Ever as tensions have risen that will
controversial - he has never hesitated to publicly
explain and meet criticism head-on. Issues
have not been avoided - Once Report has been*

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

*Yes - the Political candidate elected to
Council finds the Mgr. at all times
capable of defending the municipalities
position and readily available to give
due consideration to citizens complaints -
He also acts on*

36.

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Waterford

13

1. Which form of city government do you have?

a. Mayor - Council

b. City Manager

c. Other (Be specific) City Administrator duties are same as City Manager
EXCEPT WITH HIRING AND FIRING OF CITY STAFF.

2. How long has your city been under this system?

Since October 1974

3. How many salaried and full-time employees are under your present city government?

PRESIDENTLY HAVE 14 FULL TIME; (10 FEMALE AND 4 MALE CHTA.)

4. Do you use a full-time city clerk?

a. Yes

b. No

5. Would you change your current form of city government?

a. Yes

b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

WE ARE AT PRESENT IN PROCESS OF A STREET IMPROVEMENT AND
DRAINAGE PLAN, WHICH WAS ON A RECOMMENDATION FROM OUR ADMINISTRATOR

7. Do you have a five year or long range capital improvement program? Explain.

YES. INCLODES STREET IMPROVEMENT & SEWER MAINTENANCE.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

YES. WE HAVE UTILIZED GRANTS FOR PARK, POLICE DEPT AND
PUBLIC WORKS.

ADMINISTRATOR HAS SECURED MANY PEOPLE ON PUBLIC EMPLOYMENT PROGRAMS

(over)

9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?
- WE HAVE NOT HAD AN ELECTION SINCE GOING TO CITY ADMINISTRATION.
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

BY THE CECOMMUNICATED OF THE ADMINISTRATOR IT WILL BE ATTRIBUTED TO
SELECTING A MEMBER OF THE SEWER DISTRICT AND CITY. ALSO IN NEAR FUTURE
A PLAN TO CONSIDERABLE WATER SERVICES INTO CITY SERVICES WHICH SHOULD
PRODUCE INCREASED REVENUE AND THE CITY MAY BE ABLE TO DECREASE COSTS TO CITI-

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

H/A.

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

BETTER HAVING ADMINISTRATOR WE WHILE PAYING OUT AT LEAST MONEY FOR
A FULL TIME CITY CLERK AND SECRETARY AS WE NOW PAY OUR ADMINISTRATOR
PLUS HAVING SOMEONE WHO HAS EXPERIENCE IN CITY OPERATION IS OF GREAT BENEFIT

13. How many city managers or head administrators have you had in the last 10 years?

ONE

14. Does the city council draw a salary, as well as the city manager?

COUNCIL SERVES WITHOUT SALARY

15. Has the city manager improved the rapport with the city at large? Explain.

VERY MUCH SO. MAJORITY OF OUR COUNCIL MEMBERS SPEND OUTSIDE THE CITY AND ARE NOT ALWAYS AVAILABLE DURING WORKING HOURS. BY HAVING
SOMEONE WITH AUTHORITY AT CITY HALL, CITIZENS CAN EXPRESS THEIR CONCERN
WITH HIM.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

COUNCIL MEETINGS, PRIOR TO GOING TO CITY ADMINISTRATION TYPE 600'S
WHS THE FIRST PEOPLE WERE HANDLING ALL COMPLAINTS.

NOW A LITTLE MAJORITY OF THE COMPLAINTS ARE BEING HANDLED BY
THE ADMINISTRATOR.

38.

ANNUAL REPORT OF FINANCIAL TRANSACTIONS
CONCERNING CITIES OF CALIFORNIA FISCAL YEAR '73-74

TOWN	COUNTY	POPULATION*	REVENUE	EXPENDITURES	BONDED DEBTEDNESS	TYPE GOVT.
ORNING	TEHAMA	3760	586365	594011	—	
DIXON	SOLANO	4744	858134	719227	768000	
LOS PALOS	MERCED	2796	449481	461966	390000	
SCALON	SAN JOAQUIN	2530	410848	263331	65000	
GONZALEZ	MONTEREY	2710	376847	543459	427000	
GREENFIELD	" "	3190	344715	347870	149000	
HUGHSON	STANISLAUS	2754	212027	116956	426000	
VERMAN	FRESNO	3392	703201	594786	93000	
LIVE OAK	SUTTER	2645	261709	189266	194000	
IRVINGSTON	MERCED	3330	665411	755810	303000	
IRLAND	GLENN	2990	583041	640947	—	
PISON	SAN JOAQUIN	2900	474026	448131	66000	
WATKINSON	STANISLAUS	2340	233596	211736	—	
WITTERS	YOKO	2580	385370	407012	60000	

GUSTINE	MERCED	2893	482963	511634	448000*
PATTERSON	STANISLAUS	3810	591023	548298	170000!
NEWMAN	" "	2670	468695	472846	—

*Estimated
1974

*Municipal from 1965-70
ORIGINAL AMT - \$80000
1974 AMT - \$80000

GENERAL EXPENDITURES 73-74 39

City	Genl. Govt	Public Safety	Public Wells	Health Services	Library	Parks & Rec.	Balanc To Govt. Fund	Deficit	Total
Canning	114718	113837	197747	-	115254	47805	5250	37646	594011
Dixon	220863	196313	239397	-	-	62684	-	-	719227
Dos Palos	137969	101665	212282	-	-	16082	-	18485	467986
Eugene	77054	104649	76902	-	149	5377	-	-	2633371
Gonzales	141834	170300	69274	-	-	160978	1359	16619	543459
Greenfield	80340	98203	169427	-	-	-	-	3155	347870
Hickson	27385	48632	39939	-	-	-	-	-	115956
Irvinan	246029	89592	189537	-	-	67546	-	-	694786
Live Oak	41950	93251	33963	-	-	20102	-	-	189265
Livermore	150002	133628	130561	-	-	40619	1000	90399	755810
Orland	85356	231760	213908	-	47442	60182	-	57906	640947
Pipon	106358	109654	137072	-	41496	63545	-	-	448131
Watervlied	59704	64034	80698	-	-	7710	-	-	211735
Winters	82353	124161	186785	-	-	13713	-	31642	407012

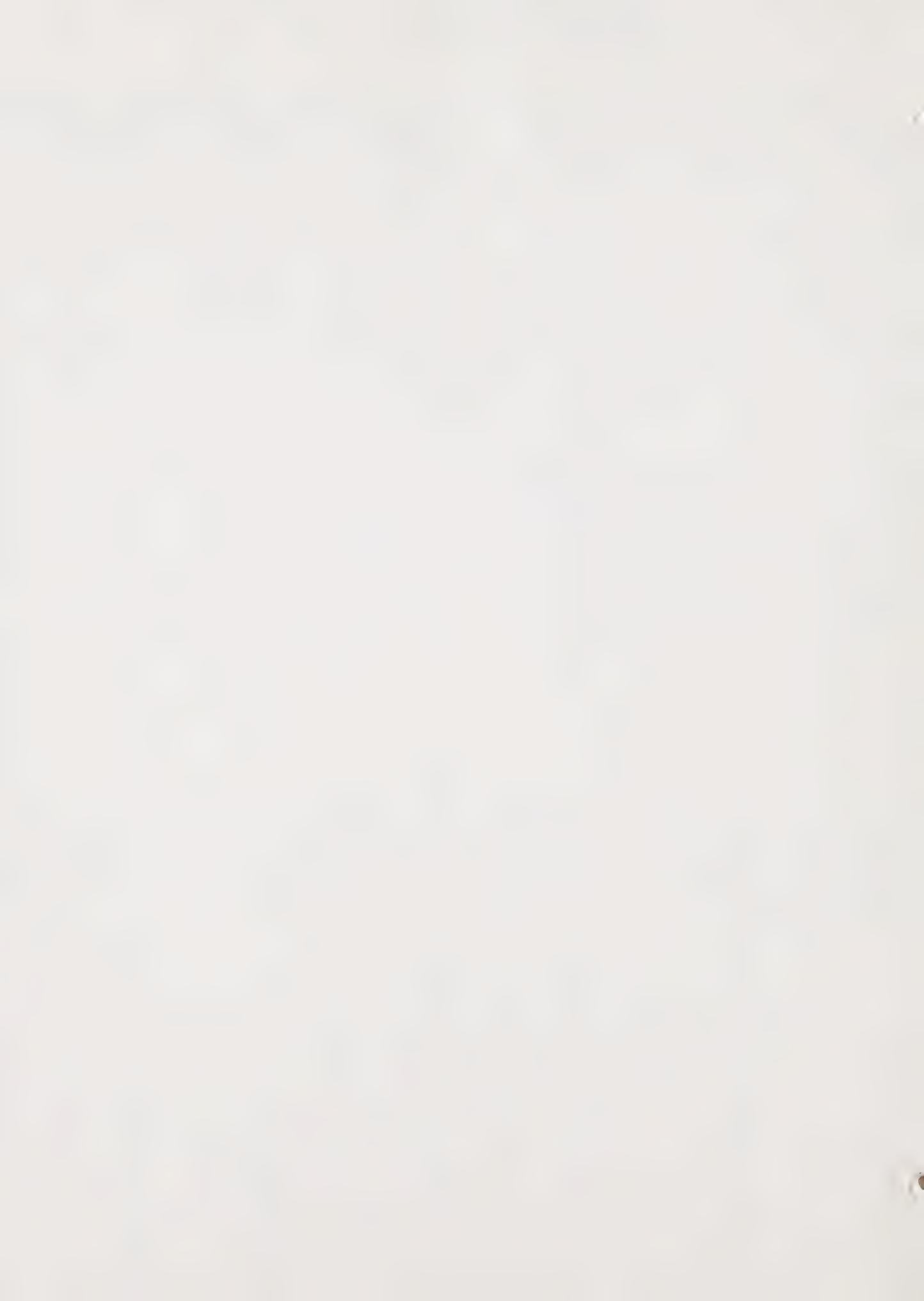
Stockton	163063	86988	206347	-	-	55036	-	28671	511634
Friant	163186	106903	252339	11101	-	14797	-	-	548298
Kerman	85022	100947	209861	-	1558	75458	-	14151	473846



1966-1967

40.

TOWN	COUNTY	POP.	REVENUE	EXPEND.	BONDS KIPS COST
CORNING	TEHAMA	3475	284918	268585	30000
DIXON	SOLANO	3550	403965	353733	304000
DOS PALOS	MERCED	2700	223277	216327	-
FOLSOM	SAN JOSÉ/CLARK	2154	188163	197318	100000
GLENDALE	MONTICELLO	2550	165113	160580	574000
GLENFIELD	" "	2034	123324	96171	21000
KENTHN	FRESNO	2545	207636	227168	27000
LIVE OAK	SUTTER	2462	130465	121351	252000
LIVINGSTON	MERCED	2675	262214	250237	412975
OCEAN	GLENN	3020	274906	235606	-
RIPON	SAN JOAQUIN	2537	251936	186926	124000
WINTERS	YOLO	2125	172437	193610	140000
<hr/>					
FULTON	MERCED	3250	289352	281406	571500
FULTON	STOCKTON	3012	253152	218577	315000
FULTON	" "	6658	239420	228960	-



SUMMARY OF
QUESTIONNAIRE RESULTS

QUESTION

#5 Would you change?

	Dixon	Bes. Dept.	Secretary	Engineering	Finance	Housing	Human Resources	Police	Planning	Public Svcs.	P.D.P.O.V.	Water/Sewer
#5 Would you change?	+	+	+	+	+	0	+	-	-	+	+	+
#6 More capital improvement program since City Manager?	0	+	+	+	+	0	+	0	0	+	0	+
#8 Has Admin. taken advantage of financing?	+	+	+	+	+	0	+	0	0	+	0	+
#9 More candidates running for office?	0	0	0	0	C	0	0	0	0	0	0	0
#10 Justifies his salary?	+	+	+	+	+	0	+	0	0	+	+	+
#11 If you have C. M. would you change?	0	0	0	0	0	+	0	-	-	+	+	0
#12 How would you rate two forms?	+	+	+	+	+	0	+	-	-	+	0	+
#15 Has C. M. improved rapport?	+	+	+	+	+	0	+	0	0	+	0	+
#16 Is C. M. more available to public?	-	+	+	+	+	0	+	0	0	+	+	+

+ Positive

- Negative

0 NA

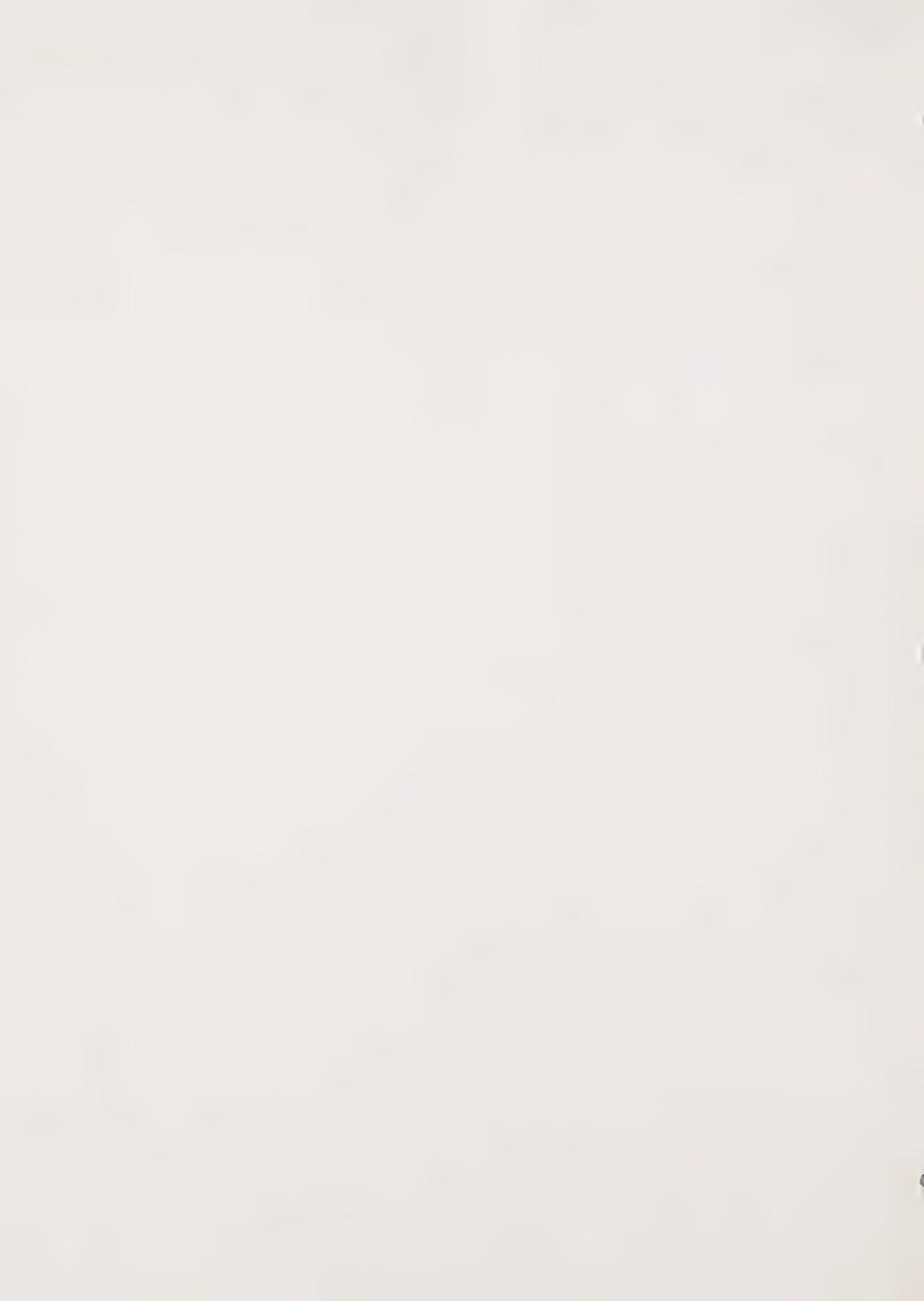
.5+	7+	7+	7+	7+	7+	1+	7+		8+	4+	7+
1-											
3-0	2-0	2-0	2-0	2-0	2-0	1+	2-0		3-	2-	1-
4+	7+	7+	7+	7+	7+	1+	7+		8+	3+	7+

Possible Response 108

Positive Responses 60

Negative Responses 7

NA or no response 41



SALARIES AND EXPENSES OF VARIOUS CITY MANAGERS

42

4806 - Buff
5206 - Blue
8806 - Green

		1	2	3	4	5	6
POP.	CITY	BASE SALARY	AUTO? MILEAGE?	RETIREMENT?	ASS'T CITY CLK	CITY CLK?	EXPENSE ACCT?
1							
2	2724	DOS PALOS	1600	YES, A CIVIL DEFENSE CAR WAS USED AT FIRST	P.E.R. S.	3 GIRLS IN OFF.	NO FOR MEETINGS
3							
4							
5							
6							
7							
8	2550	ESCALON	1344	YES, FOR CITY BUS ONLY	2040 yr TEMP. UNDER C.E.D.A.	NO	\$ 20mo.
9		Note: \$1606 incl. fringe					
10							
11							
12	2700	GONZALES	1672	YES, POLICE CAR IS KEPT 1 XTRA YR. \$15 mo.	5½% OF SALAR.	2 GIRLS IN OFF.	NO FOR MEETINGS ETC
13							
14							
15						3/ OFF.	
16							
17	3400	KERMAN	1600	YES, LESS THAN \$3000 YR.	FIN. DIR TREASURER CITY CLK	YES	IF HE HAS EXP.
18				4% OF SALAR.			
19							AVG \$15mo.
20							
21					4 IN OFF.	NO	
22	2700	RIPON	1416	MILEAGE BASIS \$25 mo. AVG.	10% OF SALAR.	YES, TEMP. UNDER C.E.D.A. PROGRAM	
23							
24							
25							
26							
27	2340	WATERFORD	1164	NO. REIMBURSED LONG TRPS.	7.8% OF SAL.	1 GIRL IN OFF.	YES, PART TIME \$40 mo.
28							
29							
30							
31							
32	4740	DIXON	1753-2139	YES	P.E.R.S.	FINANCE DIR. CLERK	YES BUDGETE FOR DUE ETC. AN MEETING \$ 620yr
33		(Dixon is on a 5 step salary plan over a 3 year period.)				1 FULL TIME	
34						1 PART TIME	
35							
36							
37		NOTES:					
38		AVERAGE BASE SALARY			1542.00 Mo.		
39		RETIREMENT COST TO CITIES	AVG.	105.00	Mo.		
40		OUTSIDE EXPENSE ACCOUNTS RANGED FROM	\$ 15.00	to \$ 52.00	Mo.		
		IN MOST CASES CITY MGR/ ADMIN. ACTS AS CITY CLERK					

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